

FEBRUARY 2025

BUILDING MISSOURI'S FUTURE

AN UPDATED STRATEGIC PLAN TO PROVIDE
PATHWAYS AND REDUCE BARRIERS TO
EDUCATIONAL ATTAINMENT AND WORKFORCE
PARTICIPATION



DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

WELCOME

INTRODUCTION

This strategic plan for higher education and workforce development will help guide initiatives and priorities in Missouri. The plan was created using data to determine statewide needs and compare Missouri to other Midwestern states. It outlines a comprehensive plan for education, training, and the public workforce system to encourage economic growth and personal success among Missourians.

Letter from Commissioner Dr. Bennett Boggs



Since joining the Missouri Department of Higher Education and Workforce Development (MDHEWD) in April 2023, it has been an honor to build upon the incredibly important and impactful work of the department. Missouri's innovative approach to integrating higher education and workforce development is certainly something to be proud of, and it is an approach that allows us to focus on setting Missourians up for individual success and meeting the needs of our employers. Simply put, our driving force is to ensure more Missourians have the education and skills needed to compete for good, quality jobs.

Higher education and workforce success truly go hand-in-hand. By 2032, **65%** of jobs in Missouri will require education and training beyond a high school diploma, with **30%** requiring a bachelor's degree or higher. A skilled, prepared, and motivated workforce is necessary to attract and retain businesses in Missouri, and we must promote all training opportunities beyond high school. All credentials contribute to the economic health of the state, whether apprenticeships and on-the-job training, short-term certificates, associate degrees, bachelor's degrees, and beyond.

This projection emphasizes the importance of our two big goals: educational attainment and labor force participation. This update to our statewide strategic plan, *Building Missouri's Future*, demonstrates some bright spots where Missouri has made progress in our workforce preparation outcomes moving our state closer to our goals. This is the result of hard work and dedication of our higher education institutions, local workforce boards, various partners, as well as the work of MDHEWD's staff, guided by the Coordinating Board for Higher Education and in partnership with the State Workforce Development Board. The data also indicate there are key areas we must address to ensure Missourians have a chance to compete for quality jobs and we have a pipeline that will attract new employers to the Show-Me state.

Last year, MDHEWD's team worked with key partners to make great strides toward our mission. Bright spots include:

- Provided more than 64,000 students with over \$163 million in state financial aid
- Deployed \$38.3 million through MoExcels to fund 19 projects to help with workforce preparation
- Ranked in the top 3 in the U.S. for new and completed apprenticeships
- Served more than 70,000 Missourians with job readiness services through job centers across the state
- Developed the state's P20W longitudinal data system
- Led an adult learner network of 53 organizations that examined and improved policies and practices for working learners and launched an adult learner strategic framework

While there is plenty to be proud of, we must also acknowledge that there is still work to be done as we do our part in making Missouri the best in the Midwest in workforce preparation. This next year, MDHEWD will continue to focus on meeting Missouri's workforce needs with a qualified talent pipeline, providing the skills and training workers need to succeed at every education level, and offering affordable pathways to help remove any barriers that may prevent individuals from being competitive for quality jobs.

MDHEWD's leadership is committed to excellence, and we will continue to focus on our big goals with the help of agency partners, board members, partners in education (K-12 and higher education), members of the legislature, and local workforce boards. Together we will work to empower **every** Missourian with the skills and education needed for success, and truly help Missouri stand out as the best in the Midwest.

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ABOUT THE DEPARTMENT

The Missouri Department of Higher Education and Workforce Development (MDHEWD) aligns postsecondary education with the public workforce system to give Missourians available options related to their career interests. The department develops and implements a strategic plan outlining how Missouri can most effectively and efficiently deliver higher education to students and meet the state's workforce needs. The department carries out its work through the following functional groups:

- Office of Operations
- Office of Postsecondary Policy
- Office of Workforce Development
- Office of Performance & Strategy
- Office of Communications and Outreach
- Office of the General Counsel

MDHEWD reports to two boards. MDHEWD's authorizing board is the Coordinating Board for Higher Education (CBHE). The nine-member CBHE hires the commissioner, approves a statewide strategic plan, and guides the department's work. The State Workforce Development Board (SWDB) guides the public workforce development system. The 28-member SWDB sets workforce policy for Missouri's local workforce areas and guides federal employment and training programs.



VISION

Every Missourian empowered with the skills and education needed for success.



MISSION

To put Missourians on a path to learn, work, and prosper.

KEY RESPONSIBILITIES



Postsecondary Planning & Budget

- Develop and oversee implementation of a coordinated strategic plan for higher education
- Coordinate public institution's core operating and capital projects budget requests
- Review public institutions' missions and approve new programs
- License and oversee more than 150 for-profit and not-for-profit private institutions



Workforce Development

- Administer federally funded employment and training assistance through 22 Job Centers that offer job search assistance, placement services, classroom and experiential learning opportunities, and supportive services that are aligned with employer demand for a skilled workforce
- Help develop our skilled workforce of tomorrow by assisting youth with career exploration activities, educational support, and understanding future workforce needs to help make successful career pathway decisions
- Collaborate with employers, state and federal government agencies, educational institutions, community organizations, and others to achieve workforce development success



Student Success

- Administer 10 state-funded student financial aid programs including A+ Scholarship, Access Missouri, Fast Track Incentive Grant and Dual Credit/Dual Enrollment Scholarship
- Provide K-12 partners and Missouri students and families with training and informational resources to support postsecondary preparation and financial aid applications
- Develop policy and programs to improve student progress such as transfer and approved dual credit providers



Research and Analysis

- Oversee MERIC (Missouri Economic Research and Information Center)
- Provide a comprehensive analysis of Missouri's labor market, workforce, public higher education sector, and economy
- Coordinate the longitudinal data system to study education-to-workforce journeys in MO
- Release the monthly Missouri Jobs Report coordinated with the U.S. Department of Labor

DEVELOPING THE STRATEGIC PLAN



In Summer 2021, MDHEWD kicked off its public strategic planning process. The primary focus of the strategic planning process was to develop a mission statement, big goals, and strategies for the department. The work also included identifying a small number of big impact best practices to begin implementing in January 2022.

A data presentation made to the CBHE on June 15, 2021, included an environmental scan of Missouri, including an analysis of strengths, weaknesses, threats, and opportunities for increasing attainment and labor force participation.

A mission statement was developed in the first few months of planning to provide a lens in which to frame the rest of the plan. Statewide goals were outlined, with corresponding targets established. Key data indicators created baseline measurements and will keep the department informed of progress. Strategies and themes were identified to help determine initiatives for future implementation.

The department spent several months engaging stakeholders and partners throughout the process to gather feedback on state needs, partnership opportunities, and key strategies for possible implementation. The CBHE approved the original plan in December 2021. A yearly update will identify progress on key targets to help guide future work toward reaching Missouri's big goals for higher education and workforce development.



BIG GOALS FOR MISSOURI

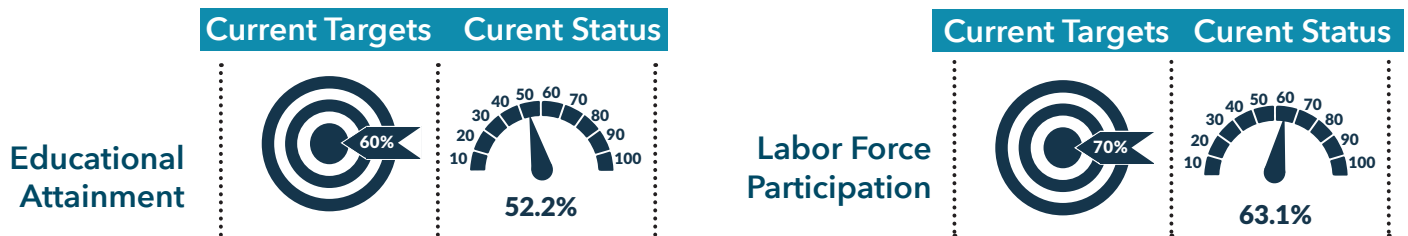
EDUCATIONAL ATTAINMENT AND LABOR FORCE PARTICIPATION

In order to meet workforce demands and continue to help our citizens compete in a global economy, *Missouri will strive to be the best among other Midwestern states in educational attainment and labor force participation by 2030.*

A skilled, prepared, and motivated workforce is necessary to attract and retain businesses in Missouri. The department recognizes all training opportunities beyond high school as highly valuable. Apprenticeships and on-the-job training, short-term certificates, associate degrees, bachelor's degrees, and beyond all contribute to the economic health of the state.

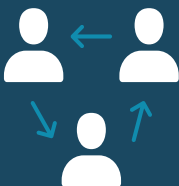
Demand for workers with some form of postsecondary credential remains higher than the number of Missourians with those credentials. About 35 percent of jobs will require some education and training beyond high school, but less than a bachelor's degree. Another 30 percent of jobs will require a bachelor's degree or higher.

The benefits of increased education go beyond a paycheck. Postsecondary credentials continue to be good for communities as a whole – contributing to better health, a more engaged citizenry, and lower incarceration rates, among others. Creating opportunities and removing barriers to education and training will help the state fill skills gaps and support the economy.



STRATEGIES/THEMES

In order to empower all Missourians with the skills and education needed for success, MDHEWD must focus efforts around providing multiple options for postsecondary education and training opportunities. The accessibility and affordability of those options will determine the success and potential impact on the individual, and the state as a whole. Projects and initiatives should fall under the major themes identified below.



SYSTEM COORDINATION
Align partners and policies to increase workforce preparation



CAREER-CONNECTED
Remove barriers to education, training, and employment



LEARNERS & WORKERS
Support learners and workers through a holistic lens

MDHEWD INDICATORS

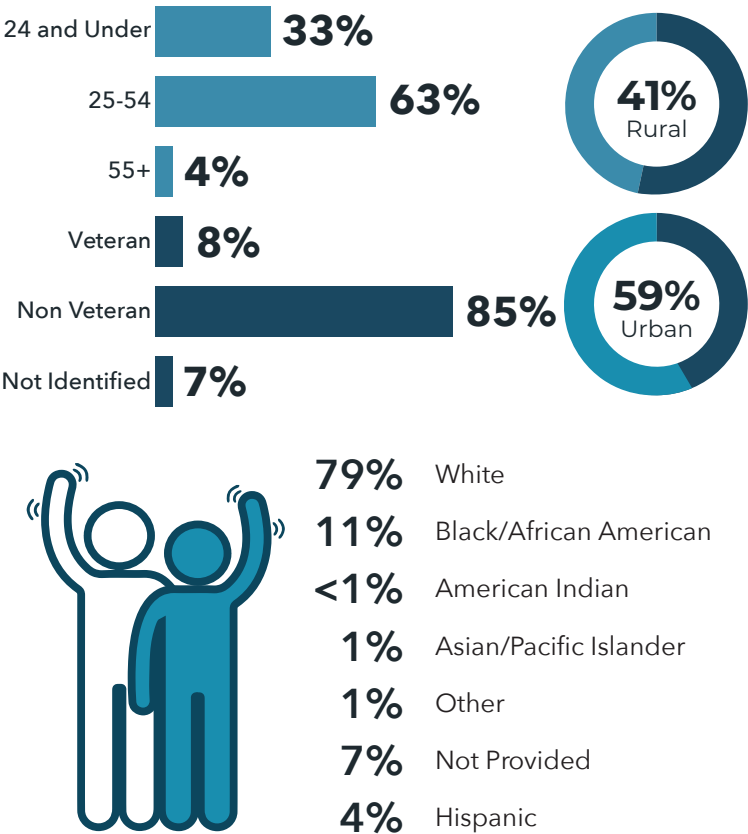
While there are many factors out of the department’s sole control, regularly reviewing certain data elements can help determine if current circumstances are helping move Missouri in the right direction, and ultimately towards reaching the big goals. These indicators will be reviewed annually, and may result in new initiatives to help make a significant impact on the outcomes.

01 Educational Attainment

Apprenticeship and Certificate Completion

Apprenticeships and certificates help prepare Missourians for the 35 percent of the state’s jobs that require some education and training beyond high school but less than a bachelor’s degree.

COMPLETED APPRENTICESHIPS BY AGE, GEOGRAPHY, VETERAN STATUS, & RACE/ETHNICITY (2023)

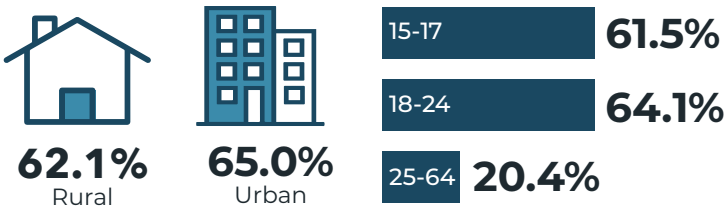


NUMBER OF APPRENTICESHIPS AND CERTIFICATES ISSUED (2023)

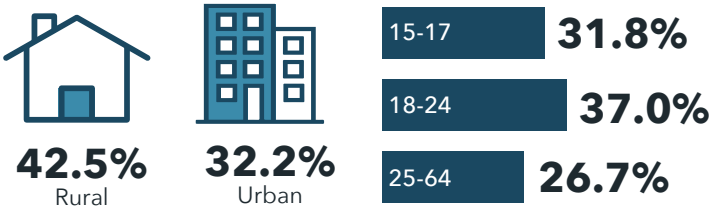


COMPLETION RATES OF MO FIRST-TIME, FULL-TIME, DEGREE-SEEKING STUDENTS BY DEMOGRAPHICS (2023)

PUBLIC UNIVERSITIES



PUBLIC COMMUNITY AND TECHNICAL COLLEGES



	PUBLIC UNIVERSITIES	PUBLIC COMM. & TECH. COLLEGES	INDEPENDENT UNIVERSITIES
White	62.7%	38.7%	67.3%
Black/African American	36.3%	12.3%	44.2%
Hispanic/Latino	51.0%	28.8%	64.3%
Asian/Pacific Islander	71.8%	29.1%	86.5%
Other/ UNK	49.2%	24.8%	59.3%

01 Educational Attainment Continued



PUBLIC HIGHER EDUCATION FUNDING PER FTE (2023)

\$9,688

Per-student funding for public institutions

Public support for education through state appropriations can help reduce direct costs to students, keeping education affordable.

NET PRICE FOR FIRST-TIME, FULL-TIME, DEGREE-SEEKING STUDENTS (2022-2023)



\$16,301
PUBLIC UNIVERSITIES



\$7,256
PUBLIC COMMUNITY & TECHNICAL COLLEGES



\$23,136
INDEPENDENT COLLEGES & UNIVERSITIES

Net cost/price

Affordability is probably the most important item many students and families consider when making decisions about postsecondary education. Net cost represents the funding the student/family will have to allocate to access and persist through postsecondary education.

NUMBER OF DEGREES ISSUED BY MISSOURI INSTITUTIONS (2023)

36,361 BACHELOR'S DEGREES
21,345 MASTER'S DEGREES
13,708 ASSOCIATE DEGREES
5,685 DOC. & PROF. DEGREES



FAFSA filing

FAFSA filings are an early indicator of enrollment trends. Financial support, especially grants, improve student success. Students can only be eligible for some financial aid, including Pell Grants and Access Missouri, by completing the FAFSA.

FAFSA FILERS (2023-2024)



266,122
TOTAL



111,819
FIRST-TIME FILER

Enrollment

Sixty-five percent of jobs will require postsecondary education/training and enrollments are an indicator of the future employment pipeline.

HEADCOUNT ENROLLMENT (2024)



138,613
PUBLIC UNIVERSITIES



77,690
PUBLIC COMMUNITY & TECHNICAL COLLEGES



101,566
INDEPENDENT COLLEGES & UNIVERSITIES

Completion Rates

Higher completion rates move the state closer to its 60 percent attainment goal, which means more Missourians with a quality postsecondary credential.

COMPLETION RATES OF FIRST-TIME, FULL-TIME, DEGREE-SEEKING STUDENTS (2023)



58.6%
PUBLIC UNIVERSITIES



50.4%
PUBLIC COMMUNITY & TECHNICAL COLLEGES



65.1%
INDEPENDENT COLLEGES & UNIVERSITIES

02 Labor Force Participation

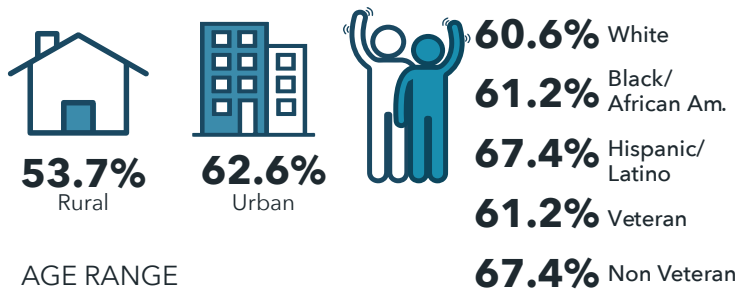
Employment to population ratio

A large employed population demonstrates economic stability and growth.

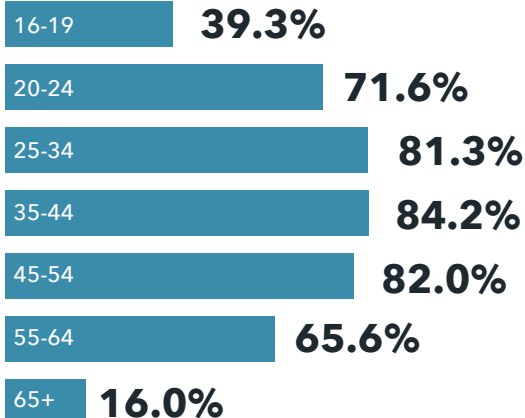
EMPLOYMENT- POPULATION RATIO MISSOURI VS. UNITED STATES (2023)



EMPLOYMENT-POPULATION RATIO BY DEMOGRAPHIC MISSOURI (2023)

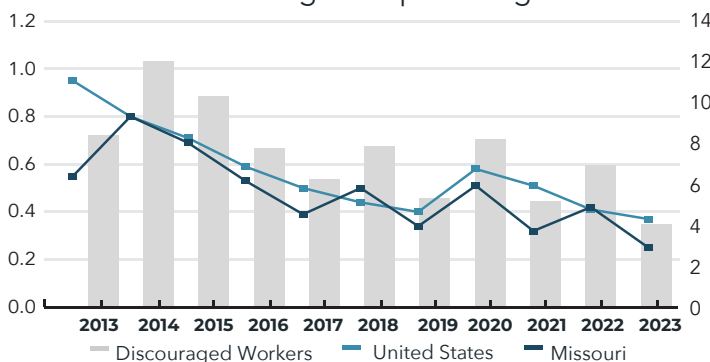


AGE RANGE



Discouraged workers

The percentage of those not in the labor force due to discouragement indicates the portion of the labor force that may need retraining or other assistance and have given up seeking work.



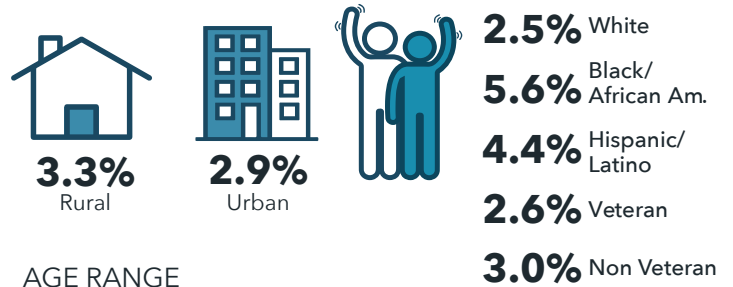
Unemployment rate (U3)

A high unemployment rate indicates a mismatch in the availability of jobs and those seeking to fill them.

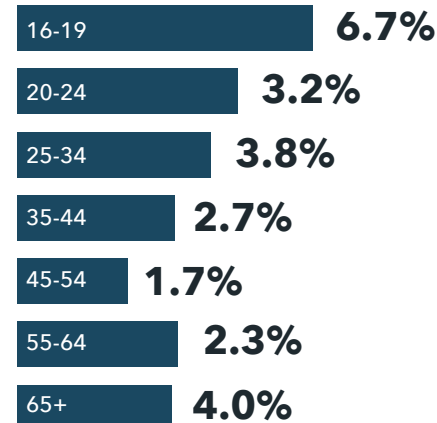
OFFICIAL UNEMPLOYMENT RATE MISSOURI VS. UNITED STATES (2023)



OFFICIAL UNEMPLOYMENT RATE BY DEMOGRAPHIC MISSOURI (2023)



AGE RANGE



Number of job seekers per job openings (2024)

The balance of the number of available jobs and those available to work supports economic stability. A strong labor market matches job seekers to opportunity.

0.9 UNITED STATES **0.8** MISSOURI

Involuntary part-time status (2023)

Those who want to find full-time work but cannot may need training or other assistance to find full-time employment.

11.1% UNITED STATES **8.9%** MISSOURI

APPENDIX A

DEFINITIONS & BIG GOALS

Urban and Rural

For the purposes of this information, county-level designations for urban and rural counties were consistent with the definition developed by the Missouri Department of Health and Senior Services for its biannual Rural Health report, based on population density. Rural counties are defined as having fewer than 150 people per square mile and not being part of a Census Metropolitan Statistical Area (MSA). The 16 urban counties are: Boone, Buchanan, Cape Girardeau, Cass, Christian, Clay, Cole, Greene, Jackson, Jasper, Jefferson, Newton, Platte, St. Charles, St. Louis, and St. Louis City. All other counties are classified as rural.

Working-Age Population

Population aged 25 to 64

Midwest States

Arkansas, Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, Ohio, Oklahoma, Tennessee, and Wisconsin

Big Goals

- **Educational Attainment - Percent of working-age population with a workforce-relevant credential or above.**
 - Total
 - Source: Lumina Foundation. A Stronger Nation: Learning Beyond High School Builds American Talent. Attainment for associate degree level and above is based on data from the U.S. Census Bureau American Community Survey 1-year Public Use Microdata Samples (PUMS). Certificate completions are estimated by the Lumina Foundation based on a methodology developed from Georgetown University's Center on Education and the Workforce.
 - Goal determination: "Best in Midwest" compared to 13 other states in the Midwest.
- **Labor Force Participation - Percent of noninstitutionalized population aged 16 or older who are part of the labor force.**
 - Total

- Source: U.S. Department of Labor (DOL), Bureau of Labor Statistics (BLS) and MDHEWD; Current Population Survey and Local Area Unemployment Statistics (LAUS).
- Goal determination: "Best in Midwest" compared to 13 other states in the Midwest.
- Race, Age, and Veteran Status
 - Source: Missouri Current Population Survey. Table a. Employment status of the civilian non-institutional population by sex, age, race, and Hispanic origin. 12-month report, ending December each year.
- Rural/Urban
 - Source: U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS); U.S. Census Bureau American Community Survey.

APPENDIX B

INDICATOR DATA SOURCES

Educational Attainment

- **FAFSA Filers**

- Source: MDHEWD Missouri FAFSA records
- Description: FAFSA records for Missouri residents are available to MDHEWD through the Federal Student Aid Data Center. FAFSAs can be filed from October 1 prior to the next academic year to June 30 of the academic year (21 months). Total FAFSA filers is the number of all Missouri residents filing the Free Application for Federal Student Aid (FAFSA). Not all may live in Missouri at the time of filing. First-Time filers are those who identified as first-time students in college, often representing current or recent high school seniors. First-time students may include filers with prior dual credit or dual enrollment.

- **Headcount Enrollment at Missouri Colleges and Universities**

- Source: U.S. Department of Education National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall Enrollment.
- Description: The IPEDS Fall Enrollment survey captures a snapshot of the students enrolled in the fall of each year. IPEDS data is aggregated to be presented by sector over time. Data represents all students enrolled in credit-bearing courses/programs which could potentially lead to awards ranging from postsecondary certificates of less than one year to doctoral degrees. Students can be full- or part-time.

- **Completion Rates of MO First-Time, Full-Time, Degree-Seeking Students**

- Source: U.S. Department of Education National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Graduation Rate Survey or MDHEWD EMSAS records.

- Description: Completion Rates and Graduation Rates are the same measure. The IPEDS Graduation Rates survey captures the number of first-time full-time degree-seeking students completing their program within a time period equal to one and a half times (150%) the normal period. This means graduation rates are three- and six-year graduation rates for two- and four-year institutions. Data for community and technical colleges includes reported transfer-outs. All other institution rates are for graduation at the same institution only. First-time, full-time, degree-seeking students represent a portion of all postsecondary enrollment and completion, excluding entering part-time and transfer students, among others.

- **Disaggregation**

- Race
 - Source: U.S. Department of Education National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Graduation Rate Survey.
- Age
 - Source: MDHEWD EMSAS records.
 - Description: Age is calculated at enrollment.
- Rural/Urban
 - Source: MDHEWD EMSAS records.
 - Description: Urban/Rural rates are only for in-state students.

- **Number of Degrees Issued by Missouri Institutions**

- Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Completions Survey.
- Description: The number of students completing either an associate, bachelor's, master's, doctoral or professional degree from a Missouri degree-granting institution.

- **Number of Apprenticeships and Certificates Issued**

- Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Completions Survey and U.S. Department of Labor Employment and Training Administration, Registered Apprenticeship Data and Statistics.
- Description: Certificates - The number of students completing a certificate of less than 2 years from a Missouri institution that reports to IPEDS (i.e. any institution disbursing Title IV federal financial aid). A portion of the certificates are from non-degree granting institutions that report to IPEDS. Apprenticeships - The number of completed registered apprenticeships.

- **Disaggregation for Completed Apprenticeships**

- Race, Age, Rural/Urban, and Veteran Status
 - Source: U.S. Department of Labor Employment and Training Administration, Registered Apprenticeship Data and Statistics.

- **Public Higher Education Funding per FTE, Missouri and U.S.**

- Source: State Higher Education Executive Officers Association (SHEEO). State Higher Education Finance. Table 3.2.
- Description: Total state appropriations by the number of full-time equivalent (FTE) students allows the appropriation to be normalized across institutions of different sizes. Education appropriations are a measure of state and local support available for public higher education operating expenses and student financial aid, excluding appropriations for research, hospitals, and medical education. Education appropriations include federal stimulus funding. Historical appropriations are adjusted for inflation by SHEEO using a mix of a Cost of Living Index (COLI), Enrollment Mix Index (EMI), and Higher Education Cost Adjustment (HECA).

- **Net Price for First-Time Full-Time Degree and Certificate-Seeking Students, Enrollment-Weighted**

- Source: U.S. Department of Education National Center for Education Statistics Integrated Postsecondary Education Data System (IPEDS), Financial Aid and Fall Enrollment Surveys.
- Description: Net price is the total cost of attendance minus the average amount of awarded student aid (federal, state and local government and institutional grant aid). Total cost of attendance is the sum of published tuition and required fees (lower of in-district or in-state), books and supplies, weighted average room, board, and other expenses. Net price is reported for first-time, full-time degree- or certificate-seeking undergraduates paying the in-state or in-district tuition rate who were awarded grant or scholarship aid. Data is weighted to the relative number of first-time full-time degree- and certificate-seeking students by sector.

Labor Force Participation

- **Official Unemployment Rate**

- Source: U.S. Department of Labor (DOL), Bureau of Labor Statistics (BLS) and MDHEWD. Current Population Survey and Local Area Unemployment Statistics (LAUS).
- Description: The unemployment rate is the number of unemployed persons shown as a percentage of the civilian labor force. The civilian labor force includes all people aged 16 and older who are classified as either employed or unemployed, or can be considered as the number of people who are either working or actively looking for work.

- **Disaggregation**

- Race, Age, Rural/Urban, and Veteran Status
 - Source: Missouri Current Population Survey. Table a. Employment status of the civilian non-institutional population by sex, age, race, and Hispanic origin. 12-month report, ending December each year.
- Rural/Urban
 - Source: U.S. Department of Labor (DOL), Bureau of Labor Statistics

(BLS) and MDHEWD, Local Area Unemployment Statistics (LAUS).

- Description: Employment and unemployment data by county are aggregated by the urban and rural county designations.

- **Employment-Population Ratio**

- Source: U.S. Department of Labor, Bureau of Labor Statistics and MDHEWD. Current Population Survey and Local Area Unemployment Statistics.
- Description: The employment-population ratio represents the number of employed people as a percentage of the civilian noninstitutional population. It is the percentage of the population that is currently working. The civilian noninstitutional population is the population aged 16 and older, excluding active duty members of the U.S. Armed Forces and people confined to, or living in, institutions or facilities such as prisons, jails, and other correctional institutions and detention centers or residential care facilities such as skilled nursing homes.

- Disaggregation

- Race, Age, Rural/Urban, and Veteran Status
 - Source: Missouri Current Population Survey. Table a. Employment status of the civilian non-institutional population by sex, age, race, and Hispanic origin. 12-month report, ending December each year.
- Rural/Urban
 - Source: U.S. Department of Labor (DOL), Bureau of Labor Statistics (BLS) and MDHEWD, Local Area Unemployment Statistics (LAUS). U.S. Census Bureau, Annual Vintage Year Population Estimates by age for 16 and over.
 - Description: Population data by age from the U.S. Census Bureau is used to estimate the civilian noninstitutionalized population by county. County population is normalized to state population data from the U.S. Bureau of Labor Statistics. Employment data from the U.S. Bureau of Labor Statistics is aggregated by county. The

employment-population ratio is then calculated as employment divided by population.

- **Number of Job Seekers per Job Opening, Missouri and U.S., July**

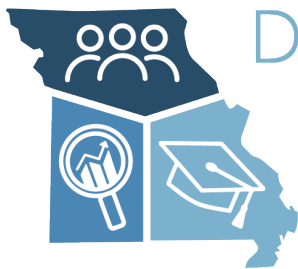
- Source: U.S. Department of Labor, Bureau of Labor Statistics. Job Openings and Labor Turnover Survey (JOLTS) and Local Area Unemployment Statistics (LAUS). Seasonally adjusted July data.
- Description: The number of unemployed persons, or job seekers, from the LAUS data in the reference month is divided by the number of job openings from the JOLTS data for the same month.

- **Discouraged Workers, Missouri and U.S.**

- Source: Missouri Current Population Survey. Table b. Civilians not in the labor force by sex and age. 12-month report, ending December each year.
- Description: The total number of civilians not currently looking for work due to discouragement over job prospects as a percent of the total civilians not in the labor force.

- **Involuntary Part-Time Status, Missouri and U.S.**

- Source: U.S. Department of Labor, Bureau of Labor Statistics Geographic Profile of Employment and Unemployment.
- Description: Involuntary part-time status refers to those who are working less than 35 hours per week due to economic or other conditions outside of their control. This is calculated as the number of those working less than 35 hours per week due to slack work or the inability to find full-time work as a portion of those who usually work full-time or part-time.



DEPARTMENT OF HIGHER EDUCATION & WORKFORCE DEVELOPMENT

Missouri Department of Higher Education & Workforce Development

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